DP/2011/CRP.5

2 August 2011

Original: English

Second regular session 2011
6 to 9 September 2011, New York
Item 8 of the provisional agenda
Annual report of the Administrator

Road map for the implementation of Executive Board decision 2011/14

Summary

This conference room paper outlines the key milestones and time frames for implementing Executive Board decision 2011/14, as contained in paragraph 13 of that decision. The note sets out a series of steps relating to the remainder of the current strategic plan period and to the development of the strategic plan 2014-2017 which will be presented to the Executive Board at its second regular session in 2013. The note also provides indications of how this work meshes with the initiatives of the Agenda for Organizational Change and with the integrated budget.

11-44162 (E) 290811

1. The Comprehensive Policy Review of Operational Activities for Development of the United Nations System constitutes a key reference text to orient the development cooperation activities of the United Nations system, including through United Nations coordination and inter-agency collaboration at the country level, based on guidance given by Member States. With that in mind, through resolution 63/232 (2008) the United Nations General Assembly: (i) changed the comprehensive policy review from a triennial to a quadrennial cycle; (ii) determined to hold its next comprehensive policy review in 2012, with subsequent reviews on a quadrennial basis; and (iii) urged funds and programmes, and encouraged specialized agencies, to align their planning cycles with the quadrennial comprehensive policy review, as part of an overall effort to improve coherence in the actions and functioning of the United Nations development system.

2. In response, the UNDP Executive Board extended the 2008-2011 strategic plan until the end of 2013, and called for a new strategic plan for the period 2014-2017. With the newly aligned cycle, guidance emanating from the quadrennial comprehensive policy review (QCPR), covering the period 2013–2016, can be reflected in the draft new strategic plan during 2013.

3. For the remainder of the current strategic plan period, and to act on decision 2011/14 of the Executive Board, a number of steps are enumerated to strengthen the predictability and quality of results measurement and reporting. The twin objectives are to utilize clearer output and outcome metrics to underpin performance analysis and reporting, and to ensure provision of a comprehensive and understandable results narrative, with a clear articulation of both the challenges and the steps to address them. This narrative will also continue to give attention to reporting on gender and capacity development results. In order to consult on approaches to meeting the objectives, regular exchanges with Executive Board members are foreseen as part of the preparations for the 2012 annual report.

4. The new UNDP strategic plan 2014-2017 will set the strategic vision and organizational priorities for the future. It will be informed, inter alia, by work in the context of the Agenda for Organizational Change, and consultations with the Executive Board and United Nations partners on programming arrangements and the integrated budget. The results will be reflected in new development and institutional results frameworks, which will be stronger than the current frameworks. The new frameworks will set out the outcomes, outcome indicators, outputs and output indicators, with targets and baselines that will guide the organization for the period 2014-2017 and provide the basis for annual reviews with the Executive Board in the future. The new strategic plan will provide supporting resource projections and linkages with the integrated budget.

5. This process will be informed by recommendations and lessons of evaluations – including the upcoming independent evaluations of the regional and global programmes, of the strategic plan and of the South-South cooperation framework. The process will also be informed by surveys and reviews, the analysis in the midterm review, and by the cumulative review of the strategic plan 2008-2013.

6. The new strategic plan will benefit from the Agenda for Organizational Change (AOC) in a number of ways. As AOC actions strengthen the organization – improving strategic planning and priority-setting; organizational performance and results; efficiency and effectiveness; programme quality and focus; and results and resource linkages – these actions will also provide important baseline analyses on which to build the priorities, results and indicators for the next strategic plan. This work will also support the articulation of the development and institutional results frameworks and integrated budget in the next strategic plan, and underpin reflections on country typologies and the business model.

7. In line with Executive Board direction, from 2014 onwards UNDP will present an integrated budget that directly underpins the new strategic plan and which consolidates the results planning and budgetary frameworks of the institutional budget and the programming arrangements. More specifically, during the next 12 months, and in consultation with the United Nations Children's Fund (UNICEF) and UNFPA, a mock-up of the integrated budget will be prepared and a joint review undertaken of the impact of the harmonized cost classifications on existing cost recovery policies. Similarly, key elements of the programming arrangements will be discussed and a range of options explored to ensure full alignment with the longer-term vision and emerging priorities of the new strategic plan and to increase responsiveness and flexibility, as is required to meet the needs of a dynamic spectrum of programme countries facing diverse development challenges.

8. The current road map should be seen as a living document that will evolve with the needs of the process as it progresses. UNDP counts on the active engagement and support of Executive Board members at all stages, and looks forward to a productive consultative process leading to the approval of the strategic plan 2014-2017.

Date	Issue/Topic
July-August 2011	Informal consultations on conference room paper – road map for implementation of Executive Board decision 2011/14. From paragraph 13: "*Requests* UNDP to present, at the second regular session 2011, for approval by the Executive Board under a formal item, a conference room paper outlining a 'road map' . . . "
Second regular session 2011	***Institutional budget 2012-2013*** ***Conference room paper – Road map on the implementation of Executive Board decision 2011/14*** Informal consultation on draft mock-up of the 2012 Annual report of the Administrator, including proposed outcomes and outcome indicators, and report structure. ***Informal Note – Second review of the programming arrangements, 2008-2013*** Informal consultation
September 2011	Informal consultation on positioning for the Rio+20 conference (Institutional framework for sustainable development)
November 2011	Workshop on experiences and practices with constructing results chains to address various development situations. The workshop is expected to bring together participants, including results-based management experts, from member States, as well as participants from UNDP, UNICEF and UNFPA. The outcome of the workshop will inform the design of the results chain and frameworks for the next strategic plan. Specific objectives will be set out in a concept note to be developed in August 2011.
First regular session 2012	***Second review of the programming arrangements framework***
December 2011- May 2012	Informal consultations on the 2012 Annual report of the Administrator on the strategic plan: performance and results for 2011 Informal consultations on approaches for the next strategic plan: • Follow-up on next steps to be identified at the November 2011 workshop (including measures to address paragraph 10 of Executive Board decision 2011/14) • Upcoming intergovernmental conferences and events relevant to UNDP mandate • QCPR process • Informal discussions on substantive themes that will shape future priorities for UNDP

Annual session 2012	***2012 Annual report of the Administrator: performance and results for 2011*** Report will use revised results frameworks in line with Executive Board decision 2011/14 on the midterm review of the strategic plan and subsequent consultations with Board members on report structure and approach.
Summer 2012	Workshop / informal consultation on the substantive focus of the next strategic plan, and its related results and resources architecture. This series of consultations will build on the earlier informal discussions on substantive themes (above) and benefit from Agenda for Organizational Change work on strengthening strategic planning and priorities, value for money, business model options, and organizational performance, efficiencies and effectiveness. Process will also benefit from relevant lessons from the evaluation of the Delivering as One pilot.
Second regular session 2012	Report, jointly prepared and presented by UNDP, UNFPA and UNICEF, on steps taken and progress in preparing an integrated budget for 2014. Report to include a mock integrated budget and the impact of harmonized cost classifications on existing cost recovery policies.
Fall 2012	UNDP engagement in 2012 QCPR issues
October 2012 - April 2013	Informal consultations on: *Current strategic plan* • Outcomes and indicators to be used for the 2013 Annual report of the Administrator on performance and results for 2012 • Outline, structure and methodology for preparation of the "Cumulative final review of the strategic plan 2008-2013", including data sources to be utilized and the process for extracting lessons learned, inter alia, from the independent evaluation of the strategic plan. (Guidance to come from the Board on what is meant by "cumulative review" in the context of the independent evaluation.) *Future strategic plan* • Further refining the thematic focus of the next strategic plan, taking into consideration Rio+20, post-2015 MDG agenda, business model analysis and so forth. • Alignment of strategic plan and integrated budget, with respect to resource plan, results frameworks and linking of resources to results.

	• Proposed corporate outcomes and measurements: draft of the content of the results chain/framework that underpins the next strategic plan, building on previous discussions and on international best practice.
January 2013	***Evaluation Office presentation of the independent evaluations of the strategic plan 2008-2013, global programme 2009-2013, regional programmes 2008-2013, and South-South cooperation programme 2009-2013 – subject to Evaluation Office work programme.***
Annual session 2013	***Cumulative review of the strategic plan 2008-2013 and 2013 Annual report of the Administrator on performance and results of 2012*** ***Implications of the 2012 QCPR for the strategic plan*** ***Draft strategic plan 2014-2017:*** UNDP presents the draft strategic plan 2014-2017 for review, feedback and discussion by Executive Board members. Based on the formal discussion and any follow-up actions requested by the Executive Board, UNDP will finalize the strategic plan for submission to the second regular session.
May-August 2013	Informal consultations on the integrated budget from 2014 onward, in support of delivery of the strategic plan. Will build on preceding consultations on the financial resources and on key elements.
Second regular session 2013	***Final strategic plan 2014-2017:*** UNDP presents the strategic plan 2014-2017 for approval, with implementation commencing on 1 January 2014. ***Integrated budget:*** UNDP presents the integrated budget that underpins the new strategic plan.